

MINUTES OF THE 13TH MEETING BETWEEN THE SUPPORTERS' COMMITTEE AND LIVERPOOL FOOTBALL CLUB ON 16 AUGUST 2014 AT ANFIELD.

Representing the LFC Supporters' Committee: Paul Amann (PA), LGBT Supporters; Sam Armstrong (SA), Female Fans; Anna Burgess (AB), Away Fans; Jeanette Dodd (JD), Disabled Fans; Karen Gill (KG), Honorary President; Roy Heaney (RH), Non Season Ticket Holders & Official Members; Bob Humphries (BH), Chair and Season Ticket Holders & Hospitality Fans; Damien Moore (DM), International Fans (West); Matthew Selby (MS), International Fans (East); Laura Woodcock (LW), Families and Young People. **Representing Liverpool Football Club:** Susan Black (SB), Communications Director; Gill Derbyshire (GD), Head of Customer Service; Phil Dutton (PD), Head of Ticketing and Hospitality; Michelle Kirk (MK), Equality and Inclusion Advisor; Yonit Levy-Sharabi (YLS), Customer Experience Manager; Andrew Parkinson (AP), Operations Director; Scott Richardson (SR), Head of CRM. **Facilitator:** William Montgomery (WM)

1. Welcome and introductions:

- 1.1. WM welcomed all present, particularly Roy Heaney (RH), who was attending his first meeting as the representative for Non-season Ticket Holders & Official Members and Paul Amann, who was recently re-elected as the representative for LGBT Supporters.
- 1.2. BH apologised for James Benson (JB), who represents fans in the Merseyside area, Yunus Lunat, who represents the Black, Asian and Minority Ethnic (BAME) fans, and Nausherwan Effandi, who represents Official Supporters' Clubs. The three could not attend due to prior personal, and/or holiday commitments.
- 1.3. BH continued by welcoming RH to the Committee, who also attended his first Fan Forum the previous evening, and was fully involved in the discussion that took place.
- 1.4. At the pre-meeting, and in line with the Governance Handbook, a re-election of the Officers of the Committee took place. KG was re-elected as the Honorary President. BH thanked her for her contribution to the work of the Committee during the past twelve months and for accepting the invitation to remain in post.
- 1.5. BH continued by announcing that he had been re-elected as the Chair for a further twelve months. Unfortunately, JD decided to step down as vice-chair and leave the Committee. She has been a member since its incorporation, and BH wished to extend his personal thanks and that of the other members for her outstanding contribution during her period of office. He also asked the Club to lend its support in finding a suitable replacement through the established recruitment process.
- 1.6. BH continued by announcing that the Committee now has two co-vice-chairs in PA and AB. He thanked them for volunteering their services in what will require even more of their time and support.
- 1.7. BH reminded those present that the Committee has four sub-committee in operation; namely, Ticketing, Communication, Equality and International. The leads on these sub-committees are AB, MS, LW and MS respectively.
- 1.8. BH continued by saying that with ticketing in particular the sub-committee would like to work with the Club closely over the next 24 months as the development of the new Main Stand takes shape. This will enable the

Committee to represent fans views and keep them updated on progress.

- 1.9. AP opened with offering apologies on behalf of IA who was taken away on short notice on a business related matter. He continued by welcoming RH to the Committee and expressed his sorrow that JD had decided to step down. He thanked her for her support and contribution during the past three years.
- 1.10. AP continued by saying that since the last meeting the Club had been involved in a successful pre-season tour, launched its new kits, engaged in ticket sales, and completed numerous renovation projects across the stadium.
- 1.11. AP said that some of the renovation projects included complete facelifts to the Champions and European hospitality lounges. In light of the new Main Stand being re-developed, it was important that the Club also maintains the look of remainder of the Stadium as part of a planned maintenance and upgrade programme.
- 1.12. AP continued by saying that the Club had also engaged in some carbon fiber strengthening to parts of the Centenary Stand, and this particular project had been ongoing since the end of last season. In the next few weeks the stadium will be getting additional female toilets in the Centenary Stand and the Changing Places toilet is now in position in the Kop.
- 1.13. AP advised that the LED boards around the stadium have been upgraded, which has necessitated sinking them in the ground around the pitch so as not to obscure the view of those fans in front row seats.
- 1.14. AP continued by saying that over the next couple of weeks the Club will be installing additional floodlighting to the Kop and Anfield Road Stand. These are a requirement by the Premier League and will be installed in time for the home game against Aston Villa.
- 1.15. AP continued by announcing that the Club had cleared additional land near the Family Park and enhancements to this area will be ongoing throughout the re-development of the Main Stand.
- 1.16. AP finished his update by reminding those present that the Club submitted its planning application in June and has since conducted a public consultation exercise with fans, residents, and community groups. The Club is now awaiting final approval from the City Council, which hopefully will be during the third week in September. Assuming all goes to plan, the rebuilding work will commence before the end of this year. In readiness, the Club had recently appointed a Project Director to oversee the process, which should take approximately 18 months from start to completion. The Club will be engaging with the Committee on such matters as fan experience and facilities as the redevelopment project progresses.
- 1.17. SB advised that the pre-season tour to the US was a huge success, both on and off the pitch. The game at Fenway Park was a sell-out, which preceded the International Champions Cup. The tournament allowed the new players to settle in, and for the team to practice new tactics that may be employed during the coming season. Representatives from the team and Club visited the site of the Boston bombing and the Twin Towers Memorial in New York.
- 1.18. SB continued by saying that the sponsors were pleased with the pre-season tour and gained much exposure from the experience. The Club engaged in a high number of press interviews, which compared favourably with the media

interest generated during the previous tour. The Club will now be planning its 2015 pre-season tour and an announcement will be made when a decision has been made as where this will take place.

2. Matters arising from the previous meeting:

- 2.1. WM invited all present to review the minutes from the last meeting and particular the action regarding outstanding actions and time taken to complete. It was agreed that the first part of this section of the meeting would be used to review the number of outstanding items and determine what can be done to expedite more timely resolutions.
- 2.2. WM continued by saying that since the first meeting three years ago, 147 actions have been identified and recorded in previous minutes and, as of today, 22 remain outstanding. This equates to a completion rate of about 85%, which is credible by most measures.
- 2.3. WM continued by saying that the oldest outstanding action is from 06/13 regarding introducing members of the Committee to the LFC Foundation. However, a meeting took place with Mark Hague from the Foundation earlier this morning, and therefore contact has been established, and a good overview of the work of the Foundation was provided. Consequently, the Committee is satisfied that this action has now been resolved.
- 2.4. BH continued by saying that there is a tremendous amount of positive work being done by the Foundation, and the Committee can assist in the communication flow through its channels and social media to ensure that fans are aware of the initiatives that the Club is involved in across the local community. The Committee would like to get more involved, perhaps on a personal level with some of the initiatives, certainly where a synergy exists between the initiative and one of the constituencies that the Committee represents.
- 2.5. BH continued by saying that he feels that there has been an improvement in the way actions are being dealt with by the Club, and the quality of the responses received. The Committee understands that not everything can be done quickly, and some actions will take time to complete. The main problem is that most of the information regarding the agreed actions tends to arrive in the week preceding the next meeting.
- 2.6. BH continued by requesting that the information on agreed actions is received earlier on. Rather than the week before the next meeting, how about the week after the meeting just concluded or the mid-way point between meetings? This will enable the Committee to report to the fans in a much more timely fashion, and prior to them being canvassed about issues for the next meeting when so many issues from the previous meeting have not been communicated to them.
- 2.7. WM suggested that when the minutes from the meeting are agreed and published [within seven working days of the meeting], those with assigned actions could meet and agree a timescale as to when each action could realistically be completed and provide this information to the Committee, say, within a week of the meeting taking place.
- 2.8. AP thought that recording an expected timescale against each action would be a good thing to do. Some actions often require further discussion between the Club and members of the Committee, but at least if the Club provided a

timescale for completion, this would help all those involved, and will help manage fans expectations.

3. Discussion on memberships and bulk sales:

- 3.1. WM invited all those to turn their minds to the main item for discussion today: memberships and bulk sales. He clarified that there was 14 separate items submitted around the discussion and asked BH to introduce the discussion and the reason behind why it's on today's agenda.
- 3.2. BH said that what is currently in place is a scheme where members are invited to join, and by the very nature of them joining, they are allowed priority access to tickets. The popularity of the scheme has grown to an extent that it is now becoming more and more difficult for supporters to purchase the very tickets they joined the scheme to access. The net result is that the Committee has received more feedback and suggestions on this topic than any other in the Committee's short history.
- 3.3. **Q1:** BH asked if the Club could look at phasing the sale of tickets. Last season, the loyalty threshold was set at 13 games attended in order to gain priority access to tickets. This was increased to 14 games attended prior to the start of this season. However, those fans who have, say, 12 games attended are treated the same as those fans who have not recorded any games in the previous season and may have only joined the scheme in time for the coming season. Many regard this as unfair.
- 3.4. PD responded by saying that there are two things the Club attempted to do with regard to sales; 1) have an element of rewarded loyalty and 2) allow everyone the opportunity of getting a ticket. There are around 10,000 tickets in the members' sale of which only around 4,500 to 5,000 tickets per game are available to all fans. This equates to just 10% of the Stadium's capacity, and is not a big number. The remaining 90% of tickets are distributed amongst season ticket holders, hospitality guests, away fans and the 5,000 tickets the Club makes available to members with the correct loyalty [currently 14 games]. He continued by saying that the Club is prepared to listen to any workable suggestions, but will not operate a 'closed shop' where only those who can demonstrate some form of 'loyalty' can get tickets. There must be an opportunity for everyone, including first time spectators, to attend games at Anfield. So, in summary, the Club is not prepared to introduce a scheme where all members' tickets are sold based on loyalty, but is prepared to consider workable suggestions that the Committee might propose.
- 3.5. PD continued by saying that, ideally, the Club would dispense with categorising games A, B or C. This is a legacy arrangement and really has no place in today's method of allocating tickets. From an historical perspective, Category C games did not sell well. But this is no longer the case. The Club is more than capable of selling out for every league game at Anfield, irrespective of what day or time of the week it takes place. To this end, PD confirmed that the Club would be looking at, and potentially overhauling, the whole ticket allocation process.
- 3.6. AB asked that if the Club were considering removing the categorisation of games, would it look to remove the pre-requisite loyalty requirement as well?
- 3.7. PD responded by saying that he felt it was important that the Club reward those that come to a good number of games in the previous season. The Club feels that this is important. It works, it's just a case of where you draw the

line and the communication around it.

- 3.8. **Q8:** PA, acknowledged that he was jumping ahead, but asked why did the Club change the loyalty threshold from 13 to 14? This felt a shocking let-down to those who had achieved 13 games only to be told at the eleventh hour that the requirement was now 14.
- 3.9. PD responded by saying that the Club tries to keep 50% of the 10,000 members sale tickets available to loyalty members and the other 50% to everyone else. The Club is selling memberships right up until the sale of tickets. If the Club announces the threshold too early, not everyone will have renewed their membership by this time and therefore the threshold may be incorrect. If we make the threshold, say, 10 games we could have 10,000 members chasing 5,000 tickets. This would be unworkable, so the threshold needs to be determined once all existing members have had time to renew.
- 3.10. SR continued by saying that the number of people impacted by the increase from 13 to 14 was approximately 750 people; a small proportion of those didn't get ticket via the members' sale. The fans who have been most disappointed by the change are those who didn't have 13 games last year, and worked hard to get 13 games attended in time for this year, and therefore had an expectation that they would be in the members' pre-sale.
- 3.11. **Q2:** RH stated that the Club currently has 110,000 members and is asking these members to recommend family and friends to the scheme. This has the potential to substantially increase the membership base for the Club. Fans are therefore asking how can the Club realistically commit to providing tickets to members when demand constantly outweighs availability. They would also like to know what percentage chance they have of obtaining a ticket upon becoming a member.
- 3.12. SR responded by saying that this year the Club had seen a demand in membership, and that tickets play a big part in a fan's decision to become a member. The Club wishes that membership becomes much more than just ticketing. Whilst ticketing is a key element, it's not the only reason fans decide to become members, and we've seen this from the research that the Club conducts. In terms of the number of tickets that are available to members, it equates to around 10,000 each game, giving members around a one in 10 chance of obtaining a ticket. This compares favourably with other Clubs in the Premier League. The Club has reached a point where it must look at what membership is and determine what element of ticketing forms part of the proposition. The Club will consider how better to communicate the value of membership and the likelihood of obtaining tickets. The Club would be keen to explore with the Committee what is the acceptable number of members vs. the number of available tickets.
- 3.13. RH responded by saying that he was a member personally, and that having access to tickets wasn't the main reason for him deciding to join. He suspects that there are many more with similar reasons, but equally many thousands who only joined the scheme in order to access tickets. Some are spending hours on the phone or Internet, with little or no chance of obtaining a ticket.
- 3.14. SR accepted that membership is not sustainable in its current guise and the Club does not want membership to be purely about gaining access to tickets. One of the trends the Club has seen this year is that when members do get through on the telephone, or via the Internet, they are purchasing more tickets. They are buying more tickets to more games. So the Club is seeing an

element of "panic-buying" and this is something that is very difficult for the Club to manage in terms of the number of people you make tickets available to. If the Club introduced a cap, and those people who got through purchased more tickets, those people who didn't get through have fewer tickets. The Club is then into a vicious circle. This year the Club has seen an unprecedented demand for tickets, which has only compounded the problem for the Club and how the value of membership is viewed by the fans.

- 3.15. In response to a comment about the value of international membership against full membership by MS, SR responded by saying that each year, following the members' sale, the Club conducts extensive research to help understand what members like and dislike about the scheme. This, in turn, informs what the Club can do longer term. Remember, of the 100,000+ membership base, not everyone is seeking to purchase tickets. Sometimes disappointment is expressed not because fans could not get tickets, but because they could not get tickets for fixtures against the other top clubs in the league.
- 3.16. SR continued by saying that the Club clearly knows how many people manage to purchase a ticket, but it does not know how many intended to purchase a ticket but could not do so. The only realistic way of achieving this is to sell tickets by way of ballot, as this would provide the total number of applications against the number of tickets sold. SR said that the Club is content to share the findings of any surveys that the Club conducts.
- 3.17. **Q3/Q4:** AB said the Committee had received feedback from fans regarding the dates and timings of sales and when these are announced. How far in advance can these be notified? Is it a necessity to conduct the sales at 08:15? Can the Club please review why it conducts these sales in the way that it does?
- 3.18. PD responded by saying there is no specific reason why the Club conducts the sales at 08:15 other than this is when the Club opens for business. The Club sold 100,000 tickets in less than 6 hours spread over a period of three days. Most were processed between 08:15 and 09:30. The Club would be pleased to survey the fans to determine if a different time would be more amenable to them as well as looking at optimizing the website for mobile and tablet use.
- 3.19. In response to a comment from AP about wrapping up all these suggestions regarding membership, purchasing tickets and the optimum time to do so, and giving the Committee a timescale of when this can be done, SR said that the he would take this away and come back with a proposal that can be discussed with the Committee.
- 3.20. In response to a question from WM about the frequency of surveys, SR responded by saying that the Club engages in surveys throughout the year, some conducted internally, and some by external providers. For example, the Club conducts an annual survey of its members, normally around the start of the season once memberships have been renewed so the Club can plan for the enhancements and changes in time for the following season. There are also a number of surveys that are conducted by the Premier League. All these combine to help the Club understand what fans want, their engagement and improvement opportunities.
- 3.21. In response to AB asking about the advertisement of the sales and how far in advance could the Club let the fans know, PD said the fixtures being announced does affect the sales dates. The November sale is easier to

manage as the fixtures are already published. However, the Club will fix dates for both sales and publish these well in advance so fans can plan accordingly, and make separate arrangements should they be on holiday at the time the sale takes place.

- 3.22. **Q5:** DM asked about the 'one-day' sale taking place closer to the actual date of the game
- 3.23. PD said that the late-availability sale to members only [unwanted player and partner tickets, plus returns, including those from season ticket holders who cannot attend the game] always takes place around three days before the game and that this has been the case for the past three or four years. The general sale always takes place around four weeks before the game.
- 3.24. SR agreed to look at how the sales are communicated across the fans and wider membership, specifically the bulk-sales, general sale and late availability sale. Where possible, the typical number of seats available will be communicated also and the FAQs on the website would be updated to include this information. However, he continued by saying that the Club would not want to compound the issue by raising expectations. The number of late-availability is very few in relation to the number of fans desiring to get hold of them.
- 3.25. **Q6:** SA said that the Committee had received a good number of emails complaining about, and highlighting issues regarding, the purchasing of tickets and the functionality of the system. Would it be possible to set up a working group to review the issues and identify a way forward.
- 3.26. PD said yes, absolutely. He continued by saying the Club made some enhancements in time for the July sale following the identification of issues with the process during the previous season. There is additional functionality that can be added, and the Club would welcome input from the Committee to improve the process still further.
- 3.27. SA continued by saying that some of the issues raised concern seat choices, where you try to choose one and it offers alternatives where you may not want to sit. For example you might want to purchase four tickets in the Kop and you are offered four tickets in the Main Stand, but it doesn't offer you two and two in the Kop.
- 3.28. PD confirmed that this matter is already on the development path.
- 3.29. SA continued by asking about the issue with people signing in and placing tickets in their 'basket' but may not have the right number of credits to purchase such tickets. In effect, withholding tickets from more eligible fans.
- 3.30. PD confirmed that this is a problem and something that the Club is monitoring and, on occasions, had been forced to clear baskets on account of multiple tickets remaining un-purchased for excessive amounts of time. One occasion involved a fan holding 250 in his shopping basket.
- 3.31. LW suggested that the Club incorporates the submission of a fan's membership number at the start of the process as this would avoid such abusive of the system.
- 3.32. PD agreed and advised that this would be looked into as a matter of priority, but that it should be done so as part of a wider review of the members' sale,

so that when one problem is solved, another isn't created.

- 3.33. **Q7:** LW asked if the Club could introduce a limited number of adult/child or young persons tickets in all parts of the ground?
- 3.34. PD responded by saying that it happens now in the General Sale, albeit on a limited basis. In principle, the Club would like to do this, and would look at ways in which it can do this.
- 3.35. BH said that the Committee was looking to the Club to increase the limit. There is one bespoke area in the ground for this purpose, and this sells out very quickly, but perhaps some of the 'buy-backs' and returned tickets, including the away allocation. From a membership perspective, people are asking if they want to take their son/daughter with them, could the Club provide a greater opportunity for them to do so, and perhaps 17-21 year olds attending on their own?
- 3.36. PD confirmed that the tickets through the 'late availability' option tend to be single seats on account of these largely being released by season ticket holders who can't attend the game.
- 3.37. AB asked if you can get adult/child tickets anywhere in the ground for cup games, and if the Club could communicate the availability through the website?
- 3.38. PD responded by saying yes, that adult/child tickets are available in all stands at Anfield. 17-21 year-olds can attend on their own, but 16 year-olds or younger must attend with an adult. However, the Club does try to put adult/child in specific parts of each stand to avoid problems of fans standing up and therefore restricting the viewing pleasure of the children. He agreed to communicate the process and logic in a post on the Club's website.
- 3.39. **Q9/Q10:** JD asked about what sort of provision is made so that disabled supporters who require the new changing places toilets can purchase tickets in the members' sale in an area of the ground where they can access the facility?
- 3.40. AP said that the Changing Places facility had been installed during the summer prior to the start of this season in Block 107 of the Kop.
- 3.41. PD said that he would need to respond back to the Committee once he had enquired about how the process works and what can be done to overcome any shortcomings.
- 3.42. GD said that the Club is investigating how it can make tickets, with access to the Changing Paces facility, available to purchase during the bulk sale, and available subsequently on request.
- 3.43. JD continued by asking when can disabled supporters have access to the online booking facility?
- 3.44. PD responded by saying that the reason the Club has been unable to offer this facility in the past is because some disabled supporters have very specific requirements which are not always easy to collect via an online solution. The Club has been reluctant to introduce an online facility that can only serve a very small number, when the overwhelming majority would still need to, or choose to, telephone their requirements. The Club will determine what it can

and can't do online and then will liaise with the Committee to determine the best way forward.

- 3.45. **Q11:** MS stated that long-haul supporters' clubs all get the same opportunity to apply for tickets, which amounts 20 tickets for four games, making a total of 80 tickets for each of the two sales that occur each season. The problem is that more individuals wish to attend just one game and not necessarily the one that has been allocated during the periodic sale. Consequently, could the long-haul supporters' clubs be allocated fewer tickets, say, 40, over a larger number of games?
- 3.46. SR said that this can be done and the Club will take the matter away and investigate how it can be best implemented and communicated to the branches concerned.
- 3.47. BH mentioned that at the Fan Forum the previous evening the question was raised as to whether supporters' clubs should get any ticket allocation at all. He suggested that this is taken into consideration during any formal review of the membership scheme.
- 3.48. SR responded by saying that the Club makes available a relatively small number of tickets to official branches to encourage them to attend the game as a group, and therefore travel together. The primary purpose of branches, particularly the international ones, is to encourage fans to watch games in their home county as a group, and be part of an extended family of supporters. In addition, during any pre-season tours, members of official branches get priority access to tickets for games taking place in their city or country. During this year's pre-season tour, the Club arranged specific events for such branches, or Club events which branches played a major role.
- 3.49. AB said that the concerns raised at the Fan Forum concentrated more on the UK branches and whether their ticket allocations could not be allocated to local schools to encourage more children to attend matches. The perception is that allocating tickets to UK supporters' clubs is taking away tickets from kids, and perhaps these allocations should be made available to local schools.
- 3.50. SR continued by saying that the Branch Network is very different now to how it looked five years ago. The Club has done a great deal in formalising the network into a proper entity with a focus on encouraging members to arrange their own events and watch televised games together. When the Club cut the ticket allocations of the branches, numerous complaints were received and several branches in the UK subsequently disbanded. The Club has made it clear that branches should not exist purely as a means to obtain a block of tickets for home games.
- 3.51. BH said that there appears a good deal of frustration with fans that they simply don't understand the reasoning or logic behind ticket allocations and it would perhaps be a good idea for the Club to issue a communiqué explaining its rationale so the matter can be made clear to those who feel the system is not working, and as a result feel they are being disadvantaged as a result.
- 3.52. SR clarified that it is a requirement for all branch members to also be individual members should they wish to purchase tickets and attend games. Branches must adhere to a strict code of conduct and any abuses, such as using another member's card to purchase a ticket, will result in penalties being awarded to the offending branch and in some cases, the branch losing its branch status. Allocation of tickets to branches will be included in the

overall review of the membership scheme that was agreed to earlier.

- 3.53. **Q12:** BH referred to membership 'lite' that had been introduced a few years back to satisfy the needs of those members, who only want membership in order to access tickets. There are other membership categories, such as international and full, and members join the scheme at a level that suitable to their own needs and circumstances. The problem is that the cost of membership is increasing; yet the chances of securing a ticket are decreasing. Some members have joined just to access tickets and having taken out a membership in good faith, have not been able to purchase any tickets, and some feel that their membership fee should be refunded.
- 3.54. SR responded by saying that the Club froze the cost of 'lite' membership and that this category has not had a price increase for the past two years and has remained at £26.99 per annum.
- 3.55. PD said that the auto-cup scheme for the League Cup is still open and only available to members. Therefore members can sign up and get a ticket should they so wish. The Club accepts that members may not be able to get tickets to the most popular games, but it is not true that they can't access any tickets to watch Liverpool play at Anfield.
- 3.56. BH said that the concerns and complaints received concern not being able to access tickets for the Premier League at all, and not just to watch one of the more attractive fixtures. If someone has tried to access to a league game and has been unable to get any, then this can't be right.
- 3.57. PD said that this is the first season in which there have been no tickets remaining after the general sale for the first half of the season. Last year some fixtures still had availability three months after the tickets first went on sale to the members. However, it is likely that some tickets for the second half of the season will still be available after the members' sale in November. Consequently, members should be able to purchase a ticket for a league game should they choose to do so.
- 3.58. SR said that the Club would take the matter away and review it as part of an overall review of the membership scheme. The Club accepts that it's not ideal to be expected to join the membership scheme, even the 'lite' option, and possibly only get access to tickets to perhaps only a few games per season, and not necessarily the games of your choice.
- 3.59. SR continued by saying that the Club recognises that the membership scheme can't continue in its present form and will be pleased to work with the Committee to identify changes and enhancements that will meet the overall needs of the existing and future membership base.
- 3.60. **Q13:** KG asked if the last game of the season be included in the priority sales process, irrespective of the category of game? This will give members with loyalty a fair chance of purchasing tickets.
- 3.61. PD responded by confirming that the Club had already decided to implement this change in light of the lessons learned from the last game of the previous season. There is clearly a problem in that this will involve taking another Category C game away from fans that are trying to build up their loyalty. As with any change involving ticket sales, there will be winners and losers.
- 3.62. **Q14:** PA said that the Club still operates a number of premium rate telephone

lines especially when demand is high and fans are forced to queue for long periods of time. Can the Club please operate an 0151 number?

- 3.63. GD responded by saying that the Club had recently made a few important changes in how it operates its telephone operations. Firstly, the Customer Services Department now uses an 0151 number. But the current platform the Club operates, precludes it from moving all its numbers to utilise the cheaper 0151 dialing code. Consequently, the review has turned into a much larger project that is going to take time to implement. The Club is keen to deploy a single point of contact number using a simple menu to direct callers to the department of their choice, which can also accommodate the posting of proactive messages relevant to the subject matter of the call.
- 3.64. PA stated that at the Fans Forum last night a perception was raised that if a fan calls from a Merseyside number, they were automatically placed at the back of the queue. Was this true?
- 3.65. GD responded by saying that this was categorically untrue and that the Club employed no such tactic. All callers join a queue and are dealt with in a strict order based on their time spent on hold.
- 3.66. JD said that during member sales, some fans are spending time on the telephone going through the sales process, only to find at the end of the process, the member does not have enough loyalty credits to purchase a ticket. Can the Club implement a change, whereby the membership number is revealed at the start of the process, so fans without the required loyalty credits are told at the outset and the system is not unduly clogged up with calls that can be terminated much earlier on.
- 3.67. GD agreed that this would be a good enhancement and that the Club would take this away and see what changes can be made in the short term and as part of the change project that is currently underway.
- 3.68. BH said that the crux of this particular question is linked to the membership and whilst it is useful to have retail and customer services using an 0151 dialing code, many people need to use their mobiles to call the Club and having the ticket line on a premium rate number is considered a huge disadvantage by many. If fans are calling such a number only not to secure a ticket at the end of it, only compounds their frustrations.
- 3.69. BH continued by asking if it was possible to move the ticket line to a 0151 dialing code by the time of the next meeting, as this would go some way to placate a good number of the fans. Perhaps this could form part of a wider review of the membership, and when is the best time to conduct the ticket sales? If they were made of a weekend or evening, for example, people may not need to use their mobiles dialing a premium rate number.

4. Any other business:

- 4.1. WM stated that in light of the Club now needing to recruit a replacement for JD as the representative for disabled supporters, it would be good to capture any ideas from new members as to how the selection and online voting process could be improved still further.
- 4.2. AB asked if the Club could invest in a state of the art conference telephone for when members of the Committee dial in for virtual meetings with club officials. Several virtual meetings have suffered on account of the clarity of

the calls and this, in turn, in affecting the quality of the output and actions agreed.

- 4.3. YLS agreed to investigate this further on behalf of the Club.
- 4.4. BH asked why returns were not allowed following the sale of tickets for the forthcoming away game at Manchester City.
- 4.5. PD responded by saying that issues at Manchester City ahead of this sale compounded the problem and that the Club operates a 14 days returns policy. However, he stated that this was a one-off event and that normally, tickets for away fixtures will be on sale four weeks before the game.
- 4.6. BH confirmed that the dates for the next meetings would be on or around the weekend of the 29 November 2014, 28 February 2015 and 16 May 2015.
- 4.7. BH confirmed that at the next meeting the Committee would like to discuss with the Club pricing structures. This was discussed last year at the third meeting of the season, but the Committee feels that a longer lead-time is required for their input to be truly effective.

5. Key actions from this meeting:

- 5.1. Club to lend its support in finding a suitable replacement for the now vacant Disabled Supporters Representative through the established recruitment process and, ideally, before the next meeting in November. [1.5]
- 5.2. Committee to get more involved, perhaps on a personal level, with some of the initiatives undertaken by the LFC Foundation. [2.4]
- 5.3. Club to assign a timescale to each meeting as soon as practical after the minutes have been published. The goal will be to get as many actions concluded, and updates to the fans, in advance of the following meeting. [2.7]
- 5.4. Committee to consider workable solution if it wants to move to a full loyalty scheme and away from the present system were 5,000 tickets are accessible to fans without any loyalty credits. [3.4]
- 5.5. Club is keen to explore with the Committee what is the acceptable number of members vs. the number of available tickets. [3.12]
- 5.6. Club to discuss with the Committee about wrapping up all the suggestions regarding membership, the purchasing of tickets and the optimum time to do so. [3.19], [3.52] and [3.58]
- 5.7. Club to fix dates for both sales and publish these well in advance so the fans can plan accordingly, and make separate arrangements should they be on holiday at the time the sale takes place. [3.21]
- 5.8. Club to look at how the sales are communicated, specifically the bulk-sales, general sale and late availability sale. Where possible, the typical number of seats available will be communicated also and the FAQs on the website would be updated. [3.24]
- 5.9. Club to form a working group with the Committee to review the issues regarding the purchasing of tickets and the functionality of the online booking system, to identify improvement opportunities. [3.26]

- 5.10. Club to incorporate the submission of a fan's membership number at the start of the process as part of a wider review of the members' sale. [3.32]
- 5.11. Club to investigate ways in which a limited number of adult/child or young persons tickets in all parts of the ground. [3.34]
- 5.12. Club to communicate the process and logic of the adult/child allocations in a post on the Club's website. [3.38]
- 5.13. Club to investigate how disabled supporters who require the new changing places toilets can purchase tickets in the members' sale in an area of the ground where they can access the facility. [3.41]
- 5.14. Club to determine what it can and can't do regarding disabled fans booking tickets online and liaise with the Committee to determine the best way forward. [3.44]
- 5.15. Club to investigate the feasibility of giving supporters' branches fewer tickets but over a greater choice of games. [3.46]
- 5.16. Club to investigate implementing a change, whereby the membership number is revealed at the start of the telephone call, so fans without the required loyalty credits are told at the outset. [3.67]
- 5.17. Club to consider moving the ticket line to an 0151 dialing code by the time of the next meeting, as this would go some way to placate a good number of the fans. [3.69]